UDK: 005.336.5:004
005.591.6:005.73(497.11)

AGILE ORGANIZATIONS IN THE DIGITAL STRATEGY IMPERATIVES IMPLEMENTATION - EVIDENCE FROM SERBIA

Original Scientific Paper
doi: 10.5281/zenodo.4601550

Bosiljka SREBRO,
Nebojsa ZAKIC,
Boris JEVTIC,
Dragan MILOSEVIC[1]

[1] Faculty of Organizational Sciences, Belgrade, doctoral studies, University of Belgrade
[2] Faculty of Entrepreneurial Business and Real Estate Management, Union- Nikola Tesla University, Belgrade
[3] Computing Faculty RAF, Belgrade, Union University, Belgrade
[4] Faculty of Management, Serbia, Union- Nikola Tesla University, Belgrade

Abstract: ***This paper aims to answer questions around digital strategy development in organizations providing clarity, specifically to leaders and ICT departments, the role of human resource and process innovation in the digital strategy implementation. It includes the lessons learned from 256 SMEs from Serbia as business representatives, their attitudes given on the topic of the research in the experimental research provided in 2020 in Serbia. In the focus of the paper is the financial industry sector with insurance and accounting services. The authors of the paper explored the impact of the four variables: leadership,***

1 Correspondence author: dragan.milosevic@famns.edu.rs

ICT, business processes and business model as independent, to the digital strategy risks, as dependent variable. Also is explored the possible decision making impact on the digital strategy issues brought by these influences. The hypothesis of the research, that the digital strategy risk of SMEs organizations would be significantly influenced by four other risks, leadership, ICT, business processes and models in further medium term, is confirmed. Descriptive statistical analysis, IPA decision-making methods, Pearson's correlation, with the attitudes of the SME representatives given by the method of Likert's valuation scale are used in the paper. The key results of the research would contribute to better understanding the opportunities and threats of digitizing implementation in the strategy creation, needed investment and the agility of SMEs in these processes.

Keywords: digital strategy, digitization, agility, financial sector, SMEs, sustainability risk, leadership, ICT, business model, business process.

JEL Classification: *L20, D23, O33*

1. INTRODUCTION

The motivation for the research in the paper is the agility of the organizations to implement a digital strategy, as digitization is fundamentally altering the nature of competition, leadership and organizational strategy.

If SMEs businesses want to evolve with the rapid pace of digital change today, they would have to work to increase efficiency with technology adopting ***agile*** principles across the business in their digital transformation. Cus-

tomer expectations are very different, researching much more online before purchasing, the high-end IT solutions delivering cost is reducing all the time (according to Galanteet al al. 2013; Willmott 2014). Over 10 percent of customers in the UK in 2020 will shop online and actually make the purchase, in banking it's over 30 percent).

Digitization is fundamentally altering the nature of competition, blurring the lines between sectors, placing fresh demands on both leadership and organizational strategy. Digital allows different services to be stitched together more quickly and cheaply and the companies can attack specific areas of the value chain rather than having to own the whole thing thinking broadly about whom to collaborate with. A key decision around digital is to understand what, really, is the value from digital and the amount of investment that digital which would be needed for enterprise's digitizing. Many CEOs are choosing to lead the digital transformation themselves in the industries that are being heavily disrupted, being personally involved as the digital impacts many of the different functions at organization. It's very hard to delegate it to one person because, in fact, it impacts most of the organization. In digital transformation in 2020 there can be seen further trends:

- Ongoing digital transformation across industries, with the rapid scaling of these initiatives,
- Rapid adoption of digital operating models, including integrated cross-functional teams,
- A shakeout as those that have invested in big data governance and analytics leapfrog their competitors,
- Better use of a machine learning,
- Continued merger and acquisition activity in the it outsourcing industry,
- Consultancies forming new digital partnerships,
- Expanding public cloud adoption,
- New digital transformation success metrics, and
- More attention to long-term value of digital intiatives

It includes the main role in an organisation of the:

- *Leaders.* Because IT technology plays a critical role in an organization's ability to evolve with the market and continually increase value to customers, CIOs play a key role in digital transformation and the IT leaders and departments. Digital leadership pays off. Not just those leaders in IT – must prioritize their understanding of technology trends. To educate is the CIOs' opportunity, and the payoff can be leading to stronger revenue growth and greater profit margins. The prevalence of legacy technology hinders leaders-CIOs' ability to successfully embark on a digital transformation strategy, in their decisions on spending their budgets on existing IT concerns, and new technologies implementation,
- *Human resource.* Is there a need to design new jobs to help the creation of the framework for digital transformation, or hire a consulting service?
- *Process innovation*/What parts of the business strategy need to change? Is it really worth it? The business mandates behind the term to rethink old operating models, to experiment more, to become more agile in its ability to respond to customers and rivals – aren't going anywhere.
- *ICT/* digital technologies and sectors to support the digitalization, to lead the changes and investments.

This paper aims to answer some of the specific questions around digital strategy development in SME organizations providing clarity, specifically to CIOs (leaders) and ICT departments, the role of human resource and process innovation in the digital strategy implementation, including lessons learned from business representative's attitudes, given in the experimental research provided for the purpose of this research. The paper is structured to present the key results of the research in the third part, discussion and the conclusions, and after abstract to give the main literature review of the digitalization and the agility of the organizations together with the references used in the paper.

2. LITERATURE REVIEW

Digital transformation is most often defined as the integration of digital technology into all areas of a business, fundamentally changing its way of operating and delivering value to customers. The change in leadership, different thinking, the encouragement of innovation and new business models, incorporating digitization of assets and an increased use of technology to improve the experience of your organization's employees, customers, suppliers, partners and stakeholders is the imperative of this new phase of industry revolution. Often definitions touch on how the effects of the digital transformation extends beyond businesses to society as a whole. Leaders, think about what digital transformation will mean – in practice - to the company.

The ***digital strategy of the organization*** determines that are used resources of the organization to achieve the goals by implementing digital transformation. There are common strategies to implement digital transformation, i.e. ICT technology use, business process change, structural change, and financial aspect. The strategies that can act as digital transformation framework are often in further steps: The first allows the organization to apply technology in order to facilitate the business process; The second strategy allows to apply technology in order to change the organization business process, The third strategy allows to change the organization structure due to impact of applying digital activities, and the final strategy most often allows to affect the financial of organization. Main benefits of digital transformation through digital strategy of the SMES' organization for business are: increase customer satisfaction and experience, improvement in productivity, cost reduction and increase revenue from products and services

There are many different paths to enterprise ***agility***. Some organizations are born agile, as they use an agile operating model from the start and are common in the technology sector. Most other organization experience varies types of journeys to agile and must undergo a transformation to embrace enterprise agility, like: all-in, which entails an organization-wide commitment to go agile and

a series of waves of agile transformation; step-wise, which involves a systematic and more discreet approach; and emergent, which represents essentially a bottom up approach, digital transformation vary in pace, scope, and approach, but all contain a set of common elements across two broad stages. A comprehensive transformation touches every facet of the SMES' organization, including people, process, strategy, structure, and technology.

Structure:

- Workforce size and model: take mission-oriented approach to workforce sizing and location,
- Reporting structure: simplify and delayer your reporting structure,
- Role and responsibilities: build roles and responsibilities up from the businesses and limit HQ to the minimum necessary to run the businesses,
- Governance: streamline decision making on digital strategy.

ICT technology:

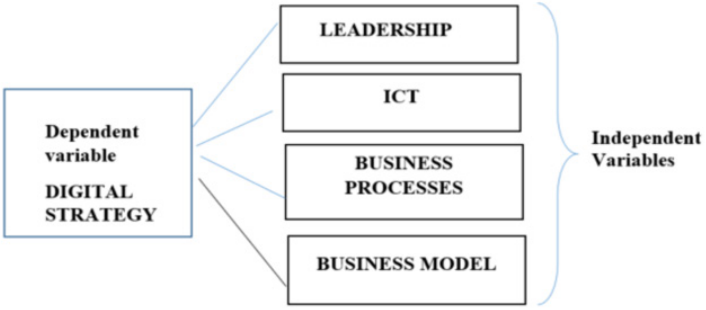
- Supporting systems and tools: ensure the enterprise has the right tools to support an agile way of working,
- Architecture evolution: enable the design and evolution of architecture based on requirements,
- Delivery pipeline: automate testing and integration processes to enable fast and continuous delivery,
- IT infrastructure and operations: ensure people in the organization to have the appropriate infrastructure and operations to support rapid changes.

Processes &People:

- Train managers to provide vision, inspire, model, and coach rather than direct,
- Talent management: to be ready to attract and retain the best talent,
- Informal networks and communication: create opportunities for employees to form organic networks across the organization,
- Team processes: free up a team's time to work on value-creating activities,
- Linkage mechanisms: create means for resources from different functions to collaborate,
- Planning and decision processes: recognize that even the best plans can fail, and design planning and decision making to rapidly test and learn, and
- Performance management: structure performance management based on outcomes.

As the characteristics of an agile organization in the digital strategy implementation can be seen thorugh the structure or model, people, ICT technology and processes, the hypothesis and the variables of the research in this paper are defined on that basis. *Hypothesis* of the research is that SMEs organisation's digital strategy implementation is impacted by the governance and leadership, ICT technologies, processes and the business model (Figure 1).

Figure 1: Research Hypothesis



Source: Authors' definition

Independent variables in the research are defined as:

1. *Governance/Leadership* is one of the application areas of digital transformation. Good governance (Al-Ruithe, Benkhelifa & Hameed 2018; Al-Ruithe & Benkhelifa 2018) schedule and leadership agility requires a brief description and a well-organized structure to reach the goals and objectives of the organization business process (Duarte 2015). The objective of company should be achieved and performed the organizational processes effectively and efficiently without changed, and ignored for the benefit of individuals is the governance principle (Christensen 2016). On the other hand, digital governance and leadership are a basic structure or guideline in order to develop accountability, make decisions and roles of authority for an organization's in the occurrence of digital strategy. In the broader sense, it includes the workers with the skills (Sousa & Rocha 2018; Korhonen & Halen 2017) and

eEducation (Betz, Olagunju & Paulson 2016) as an individual ability to use technology (i.e. IoT, cloud computing, big data) in order to implement digital transformation on the organization. Also includes a customer and partner approaches, meaning the change of the people or stakeholder to new strategies and new culture (Demirkan, Spohrer & Welser 2016; Hafsi 2016).

2. *ICT business activities or functions*. IT digital platform enables to collaborate work, ideas, and technologies of organizations with external environment. Digital Platform (Hossain & Lassen 2017), digital transformation depends of the level of applyed new ICT technological opportunities in order to produce value and enhancing competitive advantage for the organizations (Fayad, Sanchez, Hegde, Basia & Vakil 2014; Gebhart, Giessler & Abeck 2016). Sometimes, such kind of transformation has influences on the structure, the main resources, and Business Activities/Functions (Sieben, Gregory& Hanelt 2015; Kahn & Weiner 1967; Ebert 2015).
3. *Business processes/operations* focus on one or more related activities functions and operations in order to accomplish business goal of the organizations (Sathananthan, Hoetker, Gamrad, Katterbach & Myrzik 2017; Lederer, Betz & Schmidt 2018; Ebert & Duarte 2018).
4. *Business model* /innovation of the organization focuses on getting the value of business by transform core business (traditional core business) to create or link ICT technologies based on effectively business strategies. (Dengler & Matthes 2018).

3. METHODS AND MATERIALS

3.1. Sampling

A total of 256 respondents, representatives of enterprises completed the survey, which has been conducted on the whole territory of Serbia in 2020. The most representative legal form of the company was privately independent enterprise 172 (SMEs), or 67.18% of the total number of companies.

The most pre-representative age of the company is from 6 to 10 years in business, 104 or 40.63% of the total number of companies. SMEs are from the financial and insurance industry sector 79.68 %, and from financial services as accounting agencies services. The most over-representation is organizations with income of 500,001 to 2,000,000 Euros. 66.78% of all respondents were in general management. The frequency size and percentage share of the sample are given in Table 1.

Table 1. The sample frequencies and percentage share

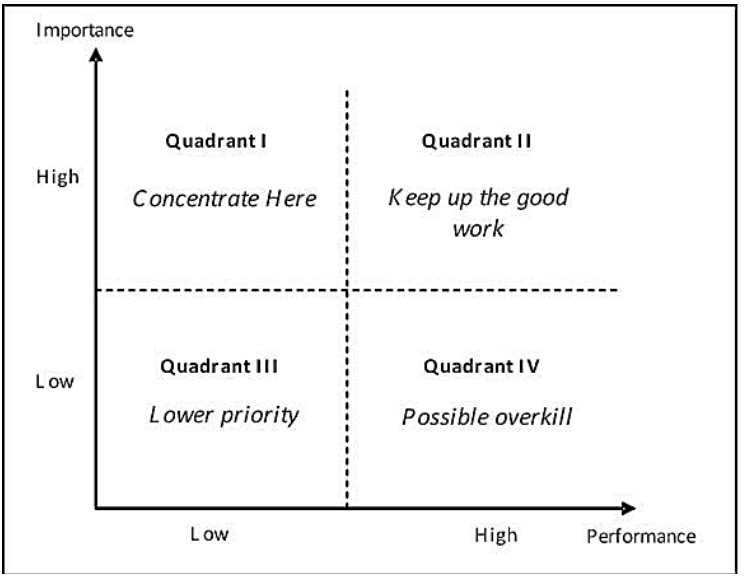
Description		**No.**		**%**	
Legal form	Privately independent enterprise	172	256	67.18	100%
	Public undertaking	52		20.31	
	Part of a large system	20		7.81	
	Foreign company	12		4.68	
Year in business	From 1 to 5 years	72	256	28.13	100%
	From 6 to 10 years old	104		40.63	
	Over 11 years	80		31.25	
Activities	Financial % insurance services	204	256	79.68	100%
	Accounting services	52		20.32	
Income of a company	Less than €50,000	24	256	9.37	100%
	From €50,001 to €500,000	60		23.43	
	From €500,001 to €2,000,000	144		56.25	
	Over €2,000,001	28		10.93	
Function of the respondent	Owner	125	256	48.82	100%
	Engineer	64		25.00	
	Manager	46		17.96	
	Worker	21		8.20	

3.2. Methodology

Methods of statistical deskription and IPA decision-making methods were used in the research. The IPA matrix per (Martilla & James 1977) displays mean significance (importance) and performance (satisfaction - performance) elements of the model, where the y-axis represents the value of significance and the x-axis value of performance. The matrix of significance and performance consists of four quadrants (Figure 2):

- Quadrant 1 demonstrates the elements or criteria that have great significance, but offer a low degree of satisfaction. The elements that fall into this quadrant are categorized as "Concentrate Here".
- Quadrant 2 demonstrates the criteria elements that have great significance and provide great satisfaction. The elements contained in this quadrant are categorized as "Keep up the Good Work".
- Quadrant 3 shows elements or criteria elements that have little significance and provide a low degree of satisfaction. The elements in this quadrant are categorized as "Low Priority".
- Quadrant 4 presents elements or criteria elements that have little significance, but provide great satisfaction. Elements of this quadrant are categorized as "Possible Overkill".

Figure 2. Significancity and performance analysis



Source: According to Martilla & James 1977.

Using the IPA matrix, managers, leaders and engineers from 256 SMES organizations gave their assessments for the significance of the four variables for the company's digital strategy implementation. Attitudes are given by the method of Likert's valuation scale: 1 to 5 (where with 1 is marked insufficient influence, and with 5 excellent influences).

Independent variables are set out as:

1. Governance/Leadership (abbr. as G/L),
2. New ICT technologies (abbr. as ICT),
3. Business model/innovation (abbr. as BM),
4. Business processes (abbr. as BP),

And dependent variable is set out as:

1. Digital Strategy (abbr. as DS).

3.3. Key results

The descriptive statistics of respondents, mean, standard deviation, standard mean error, and sample number for performance and criteria significance (ICT, G/L, BM, and BP are presented in Table 2. The highest average performance score is given to BP 4.1523438, followed by ICT criteria 3.84375, and criteria G/L, 3.828125 and the lowest is BM criteria, with the score of 3.78125.

The highest average score for significance is given to ICT 4.1015625, followed by criteria BP with 3.84375, and criteria G/L with 3.75 and the lowest criteria is given to BM, 3.46875.

Table 2. Desscriptive statistics for performance and the significance of variables

	ICT(P)	G/L(P)	BM(P)	MP(P)	ICT(I)	G/L(P)	BM(P)	MP(P)
Mean	4.09375	3.828125	3.78125	4.1523438	4.1015625	3.75	3.46875	3.84375
Std Dev	0.8534819	1.0708939	1.0548673	0.8332751	0.852584	1.017494	1.1197864	0.9240788
Std Err Mean	0.0533426	0.0669309	0.0659292	0.0520797	0.0532865	0.0635934	0.0699866	0.0577549
N	256							

The IPA results are displayed in Table 3. The average performance score is 3.9638672, and the average score for significance is 3.7910156. Both of these average scores were used as the basis for determining: the performance of each criterion/variable as "good" or "bad" and the significance of each criterion/variable as "high" or "low" (Table 3).

Table 3. Performance and significance analysis for criteria/variables

No.	Criteria	Performance	Significance	Digital strategy
1.	ICT	4.09375	4.1015625	„Keep up the Good Work“
2.	G/L	3.828125	3.75	„Low Priority“
3.	BM	3.78125	3.46875	„Low Priority“
4.	BP	4.1523438	3.84375	„Keep up the Good Work“
Medium value		3.9638672	3.7910156	/

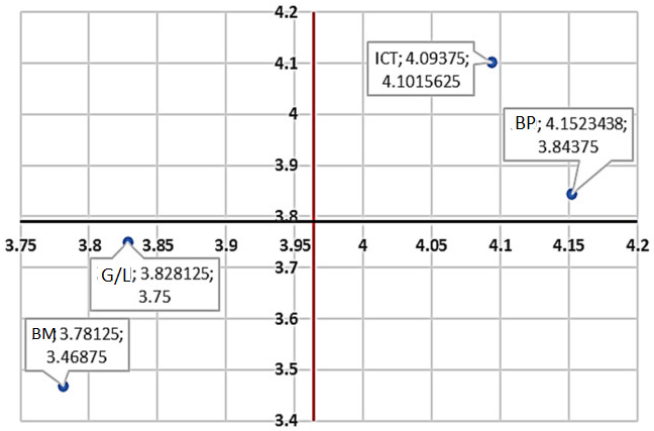
Performance criterion significant management strategies are:

1. ICT 4.09375 4.1015625 “Keep up the good work”
2. G/L 3.828125 3.75 “Low Priority - Low Priority”
3. BM 3.78125 3.46875 “Low Priority – Low Priority”
4. BP 4.1523438 3.84375 “Keep up the good work”.

Median value is 3.9638672 3.7910156.

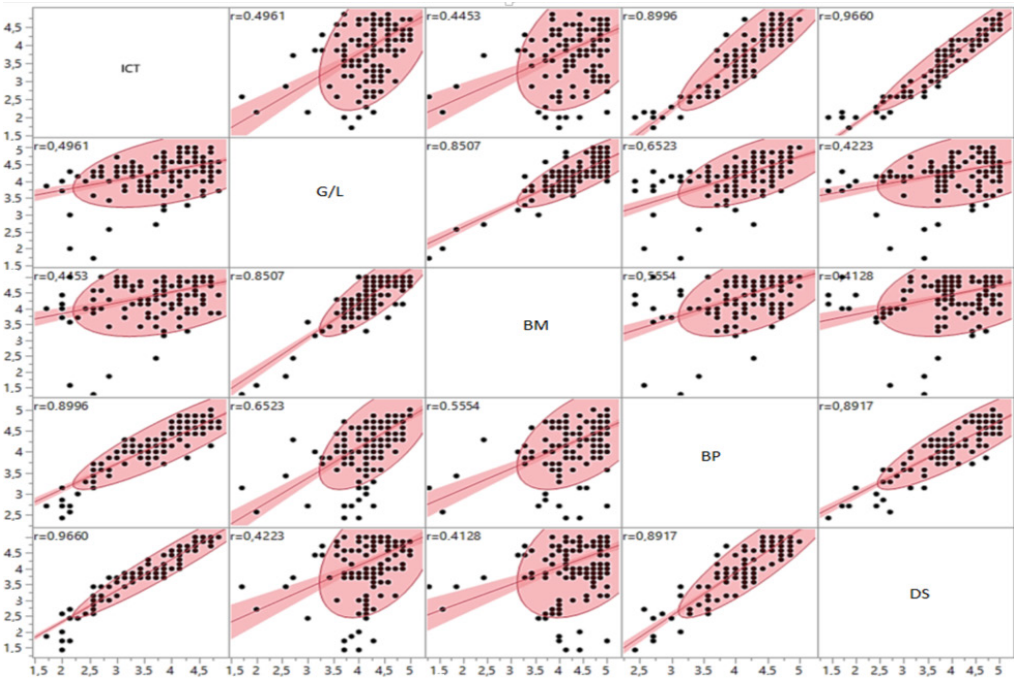
Criteria / variables BP and ICT are of great importance and provide high performance, it belongs to quadrant 2 - “Keep up the Good Work”. The BM and G / L criteria are of little importance, but also provide a low level of performance, belonging to quadrant 3 - “Low Priority”. It can be concluded from the IPA matrix (Figure 3) that respondents give: great attention to the significance for the BP and ICT criteria, and little importance for the BM and G/L criteria, high importance for the degree of performance for the BP and ICT criteria, and low BM and G / L criteria (Figure 3).

Figure 3. IPA matrics



In Table 4 are given the values of the Pearson's correlation.

Table 4. Correlation of the model



The given correlation model confirms the highest correlation coefficient between the variables ICT and DS of 0.9660 and it is strong, and DS prediction by the variable ICT with 93.31%. It also confirms the lowest correlation coefficient between the variables BM and DS of 0.4128 relatively weak, and the prediction of the variable DS in relation to the variable BM with 17.04%.

In Table 5 the basic evaluation of the model is performed. The coefficient of multiple determinations is 0.952873, which means that with 95.28% variability can be explained the dependent variable DS by independent variables: ICT, G/L, BM i BP. The correlation of the variables is strong.

Table 5. Model evaluation for the DS variable

RSquare	0.952873
RSquare Adj	0.952122
Root Mean Square Error	0.169971
Mean of Response	4.351004
Observations (or Sum Wgts)	256

The assessment of statistical significance is given in Table 6, and it is [F (4,251) = 1268,747, p <0.0001].

Table 6. ANOVA for variable DS

Source	DF	Sum of Squares	Mean Square	F Ratio
Model	4	146.61651	36.6541	1268.747
Error	251	7.25140	0.0289	Prob > F
C. Total	255	153.86790		<.0001*

In Table 7 the magnitude of the contribution of independent variables to the dependent variable DS is determined. The highest contribution has the independent variable ICT and it is 76.95%, the lowest contribution has the independent variable BM and it is 12.86%. Based on these data, the ***set hypothesis H0 can be confirmed: The levels of ICT, G / L, BM and BP, affect the level of DS implementation.***

Table 7. Contribution coefficients for the DS variable

Term	Estimate	Std Error	t Ratio	Prob>|t|	Std Beta	VIF
Intercept	0.3335324	0.115506	2.89	0.0042*	0	.
ICT	0.7871708	0.033554	23.46	<.0001*	0.769517	5.7305097
G/L	-0.449916	0.050114	-8.98	<.0001*	-0.26537	4.6534145
BM	0.1719391	0.035012	4.91	<.0001*	0.12869	3.6574664
BP	0,.459419	0.057265	8.02	<.0001*	0.30106	7.5001622

Based on the data from the previous table, a multiple regression equation can be formed (formulas 1 and 2), which reads:

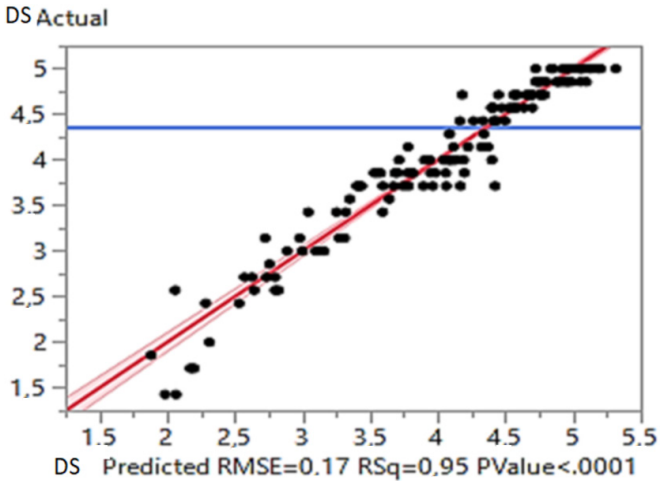
$$y=0.3335324+0.7871708\cdot x_1-0.449916\cdot x_2+0.1719391\cdot x_3+0.459419\cdot x_4 \quad (1)$$

or

$$DS=0.3335324+0.7871708\cdot ICT-0.449916\cdot G/L+0.1719391\cdot BM+0.459419\cdot BP \quad (2)$$

Figure 4 shows the derived multiple regression equation for the DS variable.

Figure 4. Multiple regression equation diagrams for the DS variable



4. CONCLUSIONS

How companies are evolving their businesses through the use of ICT technologies, new business models and processes to drive revenue and innovate at the point of the customer is vey actual question of many SME organizations today. Digital business is described as the creation of new business of the SMEs from the financial sector, which were included in the empirical research for the purpose of this paper, designs by blurring the digital and physical worlds.

The use of 3rd platform technologies to create value and competitive advantage through new offerings, new business models, and new relationships is the main interest of the research and their impact on the digital strategy. The research interest is based on many predictions in the field of digital transformation as it would be made by connected devices with the number of connected IoT endpoints set to top 30 billion in 2020 and reach 80 billion by 2025 in some current predictions. But for most enterprises, the transition

to a digital-first business model has also been more cautious. The motivation for this paper was the main question of the digital strategy creation, and the factors of risks influencing that process.

A lot of organizations have already started integrating and executing a digital-first approach, but very little already is in Serbia an enterprise-wide digital business. Many companies are in the very early stages of becoming a digital business – either gathering information or just beginning to formulate a digital-first strategy, with the biggest obstacles in achieving success with digital business initiatives - lack of staff and/or correct skill sets, cultural issues, governance agility, and luck of sufficient budget.

The research in this paper finds that both technology and organizational change management must be considered equally, enabling worker productivity through tools such as mobile, data access and AI-assisted processes, and the ability to better manage business performance through data availability and visibility.

ICT decision-makers have very strong impact on the digital strategy of the researched enterprise creation, as beside involvement of the new ICT technologies in the p business processes of the enterprise, have to meet customer experience expectations understanding customer needs through data collection and analysis, providing secure, optimized anywhere/anytime access to assets. That means, by digitally modifying business and processes, developing new digital business revenue streams, and achieving top-line growth through digital product enhancements, new digital products or services. For some of companies surveyed, it means also to improve their foreign market entrance, digital globalization – the flow of data and information worldwide which enables the movement of goods, services, finance and people. All of these objectives require a smart combination of technologies, both proven and some in their very early stages, to achieve their intended results.

REFERENCES

Al-Ruithe, M, Benkhelifa, E & K. Hameed. 2018. "Key Issues for Embracing the Cloud Computing to Adopt a Digital Transformation: A study of Saudi Public Sector." *Procedia Computer Science* 130:1037-1043. doi: 10.1016/j.procs.2018.04.145 https://doi.org/10.1016/j.procs.2018.04.145

Al-Ruithe, M, & Benkhelifa, E. 2018. "Cloud data governance in-light of the Saudi vision 2030 for digital transformation. Proceedings of IEEE/ACS International Conference on Computer Systems and Applications." *AICCSA,* https://doi.org/10.1109/aiccsa.2017.217

Betz, C, Olagunju, A. O, & P. Paulson. 2016. "The Impacts of Digital Transformation, Agile, and DevOps on Future IT Curricula, 2978205. https://doi.org/10.1145/2978192.2978205

Christensen, C. M. 2013. *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business Rev. Press.

Demirkan, H, Spohrer, J. C, & J. J. Welser,. 2016. „Digital Innovation and Strategic Transformation." *IEEE IT Professional* 18(6): 14–18. https://doi.org/10.1109/mitp.2016.115

Dengler, K, & B. Matthes. 2018. "The impacts of digital transformation on the labour market: Substitution potentials of occupations in Germany, Technol. Forecast." *Social Change* 1-13. https://doi.org/10.1016/j.techfore.2018.09.024

Duarte, C. H. C. 2015. "Patterns of Cooperative Technology Development and Transfer for Software-Engineering-in-the-Large. Proc. 2nd Workshop Software Eng." *Research and Industrial Practice SER&IP* (15):32–38.

Ebert, C. 2015. "Looking into the Future." *IEEE Software* 32(6): 92–97.

Ebert, C., & C. H. C. Duarte2018. „Digital Transformation." *IEEE Software* 35(4):16-21. doi: 10.1109/MS.2018.2801537

Ebert, C. & C. H. C. Duarte.2016. „Requirements Engineering for the Digital Transformation: An Industry Panel." *Proceedings of the 24th IEEE Int'l Requirements Eng. Conf.* (16): 4–5. https://doi.org/10.1109/re.2016.21

Fayad, M. E, Sanchez, H. A, Hegde, S. G. K, Basia, A, & A. Vakil. 2014. *Software Patterns, Knowledge Maps, and Domain Analysis*. eBook ISBN9780429101878, CRC Press. DOI https://doi.org/10.1201/b17771

Galante, N., García López, E., & S. Monroe . 2013. *The future of online grocery in Europe*. McKinsey & Company.

Gebhart, P. Giessler, M, & S. Abeck. 2016. „Challenges of the Digital Transformation in Software Engineering." *Proc. 11th Int'l Conf. Software Eng. Advances, ICSEA* (16): 136–141.

Hafsi, M. 2016. "What Enterprise Architecture can bring for digital transformation? An exploratory study." https://doi.org/10.1109/cbi.2016.55

Hossain, M, & A. H. Lassen. 2017. "Q & A How Can Digital Platforms for Ideas, Technologies, and Knowledge Transfer Act as Enablers for Digital." *Technology Innovation Management Review,* 7 (9). doi: 10.22215/timreview/1106. https://doi.org/10.22215/timreview/1106

Kahn, H, & A. J. Weiner, 1967. *The Year 2000: A Framework for Speculation on the Next Thirty Years*. New York: Macmillan.

Korhonen, J. J, & M. Halen, 2017. „Enterprise Architecture for Digital Transformation, IEEE 19th Conf." *Business Informatics* 349- 358. https://doi.org/10.1109/cbi.2017.45

Lederer, M, Betz, S, & W. Schmidt, 2018. „Digital Transformation, Smart Factories, and Virtual Design - Contributions of Subject Orientation." In *Proceedings of the 10th International Conference on Subject-Oriented Business Process Management*, 1–10. https://doi.org/10.1145/3178248.3178256

Martilla, J. A, & J. C. James. 1977. "Importance-Performance Analysis." *Journal of Marketing*. 41(1).

Sathananthan, S, Hoetker, P, Gamrad, D, Katterbach, D, & J. Myrzik. 2017. "Realizing digital transformation through a digital business model design process." https://doi.org/10.1109/ctte.2017.8260996

Sieben, P. D. G, Gregory, R. W, & A. Hanelt. 2015 . "Transforming Industrial Business: The Impact of Digital Transformation on Automotive Organizations." In *Proceedings of the International Conference on Information Systems - Exploring the Information Frontier, ICIS 2015, Fort Worth, Texas, USA, December 13-16, 2015*. Association for Information Systems 2015, 1-20.

Sousa, M. J, & A. Rocha. 2018. "Digital learning: Developing skills for digital transformation of organizations.", *Future Generation Computer Systems*

Willmott, Paul 2014. *Digital strategy*. McKinsey & Company.

POKRETNE ORGANIZACIJE U SPROVOĐENJU DIGITALNE STRATEGIJE - PRIMER SRBIJE

Rezime:

Cilj ovog rada je da odgovori na pitanja vezana za razvoj digitalne strategije u organizacijama pružajući ih na što jasniji način, posebno o rukovodiocima i IKT odeljenjima, o ulozi ljudskih resursa i inovacija procesa u primeni digitalne strategije. Rad uključuje lekcije i stavove 256 predstavnika malih i srednjih preduzeća na ovu temu dobijenih u

empirijskom istraživanju sprovedenom u Srbiji u 2020. godini na temu ovog rada. U fokusu rada su preduzeća iz sektora finansija sa uslugama osiguranja i računovodstva. Autori rada istraživali su uticaj četiri promenljive: liderstva, IKT-a, poslovnih procesa i poslovnih modela na rizike digitalne strategije, kao zavisne varijable istraživanja. Takođe su istraženi mogući uticaji donošenja odluka na pitanja digitalne strategije preduzeća koje oni donose. Potvrđena je hipoteza istraživanja da ćena rizike digitalne strategije organizacija MSP u narednom srednjeoročnom periodu značajno uticati četiri druga definisana rizika: liderstva, IKT, poslovnih procesa i modela. U radu se koriste deskriptivna statistička analiza i metode odlučivanja IPA, kao i Likertova skala vrednovanja stavova ispitanika. Ključni rezultati istraživanja doprineće i boljem razumevanju mogućnosti i ograničenja primene digitalizacije u formulisanju strategije preduzeća, veličine ulaganja i brzine, te agilnosti delovanja MSP u tim procesima.

Ključne reči: digitalna strategija, digitalizacija, agilnost, finansijski sektor, MSP, rizik održivosti, liderstvo, IKT, poslovni model, poslovni proces

Submitted: 5. VI 2020.
Reviewed: 3. VII 2020.
Accepted: 6. VIII 2020.